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Meeting Contracting Officer Billet Requirements in the United States Navy

by

Mark S. Newell
Lieutenant, Supply Corps, United States Navy
B.S., University of Wisconsin, 1984

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of the requirements for the degree of

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Emphasis is placed on the processes used to designate billets and certify officers under the Defense Acquisition Workforce Improvement Act (DAWIA).

This thesis assesses the implementation of DAWIA. It analyzes the crieria and processes used to certify individual qualifications and identify and classify military contracting positions (billets). It also assesses the impact of these changes on the promotability of officers in the Contracting Career Field of the Acquisition Workforce.

It is challenging, but not impossible, to attain DAWIA's experience and training requirements and concurrently obtain enough operational tours to remain competitive for promotion. Careful, balanced career management is required.

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I. INTRODUCTION

A. PURPOSE

This study examines the process used to implement the Defense Acquisition Workforce Improvement Act (DAWIA) requirements for Navy military contracting personnel. The purpose is to analyze the principal manpower and billet characteristics comprising the Navy's acquisition/contract management subspecialty, providing relevant data and information on this subset of the Supply Corps.

B. OBJECTIVES

The objective of this thesis is to assess the implementation of DAWIA. It will analyze the criteria and processes used to certify individual qualifications and identify and classify contracting positions (billets). It will also measure the impact of these changes on officer promotions in the Acquisition Workforce. The Congress and the Services expect DAWIA to develop a professional Department of Defense (DoD) acquisition workforce that is capable of effectively executing a contracting officer's duties, and concurrently meeting other Navy needs. Being part of the Acquisition Workforce should not jeopardize the officers' competitiveness for promotion. This legislative mandate is spelled out in very specific education, training, and experience requirements for

each acquisition position. Requirements are based on the complexity of the position (USC,1990).

C. RESEARCH QUESTIONS

The primary research question to be addressed in this thesis is:

How might the Navy manage the acquisition / contracting subspecialty to meet DAWIA billet requirements?

Subsidiary questions include the following:

1. What are the training and experience requirements for DAWIA?

2. How is a contracting career field billet designated?

3. What is the process for certifying individual officer qualifications for the Navy and the Defense Logistics Agency (DLA)?

4. What is the process for identifying DAWIA billets for the Navy and DLA, and who designates the DAWIA billets?

5. Who will issue or grant waivers for DAWIA requirements to the Navy and DLA?

6. How are the Navy Acquisition Workforce (AWF) billets identified and what are the billets that qualify as AWF billets?

D. SCOPE OF THE THESIS

This study reviews the Acquisition/Contract Management subspecialty within the Supply Corps, focusing on the manpower and billet characteristics established from DAWIA requirements. The objective of this thesis is to identify the processes used to identify an AWF billet, its corresponding

contracting career field level, and to document the individual qualification attainment.

The scope of this thesis is limited to those billets classified by the Director of Supply Corps Personnel as Acquisition/Contract Management billets and those officers classified by the Director of Supply Corps Personnel as having the Acquisition/Contract Management subspecialty code of 1306.

Current information was obtained from the Office of the Director of Supply Corps Personnel (OP). Future manning level changes, combined with declining defense budgets, create uncertainty in forecasting future manpower and billet profiles. This study assumes the information at OP is correct, there is near term stability in terms of manpower and billets, and there are no major mobilizations or large changes in long term forecasting predictions.

E. METHODOLOGY

The primary information source used is the Officer Distribution Ad Hoc System, commonly referred to as "ODIS." Most of the information required for this study is contained in the officer master file and the officer billet file maintained by the Bureau of Naval Personnel (BUPERS). General information was gathered from a variety of sources, including OP, the Office of the Assistant Secretary of the Navy (Research, Development, and Acquisition) Deputy for

Acquisition Process, Integrity, and Accountability, and various Naval and Department of Defense activities.

A literature search was conducted to gather historical information on the events leading to DAWIA, its legislative intent, subsequent actions to implement the act, and the United States General Accounting Office (GAO) evaluation of that implementation.

Interviews were conducted with cognizant personnel at the GAO, DoD Director of Acquisition Career Management (DACM)'s office, Navy DACM's Office, and OP. They were, by name and position:

- Mr. James F. Wiggins, Assistant Director, National Security and International Affairs Division, United States General Accounting Office, Washington, D.C.
- Mr. Herb Cowles, Deputy Director, Acquisition Education, Training and Career Development, Office of the Under Secretary of Defense (Acquisition), Washington, D.C.
- LCOL John W. Holly, Executive Assistant to the Director, Acquisition Education, Training and Career Development, Office of the Under Secretary of Defense (Acquisition & Technology), Washington, D.C.
- RADM William H. Hauenstein (ret), Director of Acquisition Career Management, Office of the Assistant Secretary of the Navy (Research, Development, and Acquisition), Washington, DC.
- CAPT Dennis P. Mahoney, Deputy Director of Acquisition Career Management, Office of the Assistant Secretary of the Navy (Research, Development, and Acquisition), Washington, DC.
- CAPT Mark A. Young, Director, Military Personnel Planning Division (OP3), Director of Supply Corps Personnel, Naval Supply Systems Command Headquarters, Washington, D.C.

- CDR Brian D. Keefer, Head, Career Development & Training Branch (OP31), Director of Supply Corps Personnel, Naval Supply Systems Command Headquarters, Washington, D.C.
- CAPT J. Brotherton, Assistant Chief of Naval Personnel for Military Personnel Policy & Career Progression (PERS-2MM), Washington, D.C.

The interviews focused on DAWIA's implementation, the processes currently in use, and future directions for implementation.

F. ORGANIZATION OF THE STUDY

Chapter II contains details of the events leading to the Defense Acquisition Workforce Improvement Act (DAWIA), a synopsis of the organizations managing the Acquisition Workforce, and a summary of DAWIA's applicability and major requirements.

Chapter III presents data on the billet designation process, identification of DAWIA contracting career field billets in the Navy and DLA (individual billets are listed in Appendices A, B, C, and D), the personnel qualification certification process and the certification waiver process for DAWIA career level certification (contracting career field experience, education and training requirements are listed in Appendix E).

Chapter IV analyzes the data, including current practices in managing acquisition professionals, problems and variations in the processes, and the impact that problems and variations have on managing the acquisition subspecialty within the Supply Corps.

Chapter V discusses the conclusions drawn from the analysis. This includes specific recommendations, a review of the research questions, and areas requiring further research.

II. BACKGROUND

A. INTRODUCTION

There is no single DoD-wide procedure for managing acquisition professionals. The Defense Acquisition Workforce Improvement Act (DAWIA) contains organizational, training, education, and experience requirements for contracting positions effective 1 October 1993.

> In response to continuing concerns about the Department of Defense's (DoD) ability to effectively manage its acquisition programs, Congress enacted the Defense Acquisition Workforce Improvement Act on November 5, 1990. The act requires the Secretary of Defense to establish an acquisition work force with specific experience, education, and training qualifications. Specific provisions of the act require the Secretary of Defense to (1) establish a management structure and policies and regulations for implementing the act's provisions, (2) establish qualification requirements, (3) provide training and education to meet these requirements, and (4) enhance civilian opportunities to progress to senior acquisition positions. (GAO,1993)

The Department of the Navy (DoN) has established the position of Director, Acquisition Career Management (DACM), an SES level V billet, and staffed the office with 10 personnel to implement the DAWIA statutory requirements. The current Navy DACM is RADM William H. Hauenstein, SC, USN (Ret).

The Navy DACM's mission includes managing the Acquisition Professional Community (APC) within the Department of the Navy. This is the beginning of a profound change in the way the Navy manages acquisition professionals. Interim procedures

have been promulgated (DoN DACM,1993) for certification, Acquisition Position Community Membership application, exemptions, and waivers for DAWIA requirements in the Navy.

Training and experience requirements were examined to understand the Acquisition Workforce (AWF) qualification requirements and the process used to certify an individual's qualifications. The "generalist" model career path can be evaluated against DAWIA's "specialist" requirements to determine the deviations and compatibilities. A synopsis of the DAWIA education, experience, and training requirements is included as Appendix E. Research was also conducted to determine the process for designating and certifying AWF billets. Specific questions include: who is the issuing/granting authority for waivers, how are the AWF billets identified, and what are the designated AWF billets?

B. DEFINITIONS

The following definitions were drawn from Department of the Navy Interim Procedures for Implementing Defense Acquisition Workforce Improvement Act Requirements, Office of the Director of Acquisition Career Management, ASN (RDA), Washington, DC, Memorandum for Distribution, September 1993. They will be used throughout this study as cited unless specifically stated otherwise:

- Acquisition Professional Community (APC): The APC is a subset of the DoN acquisition workforce. It is composed of

selected military and civilian personnel in the grades of O-4 and O-5 and above who are acquisition professionals. DAWIA and DoD regulations refer to this community as the "Acquisition Corps."

- APC Selection Standards: APC selection standards are the qualifications needed to become a member of the APC. They include specific grade/rank, education, training and experience requirements.

- Acquisition Workforce (AWF): The acquisition workforce consists of civilian employees and military personnel who occupy designated acquisition positions, military personnel with an acquisition AQD, and personnel in the APC.

- Acquisition Workforce Oversight Council (AWOC): A senior level committee which advises and supports the ASN(RDA) in the oversight and evaluation of the acquisition Workforce and which advises on the assignment of personnel to fill AWOC-managed positions.

- Career Levels: Each acquisition career field is divided into three levels for purposes of establishing certification standards. All acquisition positions have been assigned to one of these three levels; the level is determined by the grade of the position. These three levels are: Level I (General Schedule (GS)-5/8 and military O1/O3); Level II (GS-9/12 and military O4); and Level III (GS/GM 13 and above and military O5 and above).

- Certification: Certification is the process by which an authorized official determines that a workforce member meets the mandatory education, training and experience standards for a certification level in an acquisition career field. Workforce members must meet the certification standards of their positions within specified time frames or obtain a waiver.

- Certification Standards: Certification standards are the mandatory education, training, and experience standards for a career level in an acquisition career field.

- Claimants: Budget Submitting Offices responsible for preparation, compilation, and submission of budget estimates and supporting material directly to the Assistant Secretary of the Navy for Financial Management (also known as NAVCOMPT). (from the NAVCOMPT Manual, Volume 2)

- Community Manager: coordinates the overall manning levels, training, detailing and placement of individuals within a specific Navy occupational grouping.

- Positions: Contracting positions consist of three subsets: contracting officers warranted above the small purchase threshold of $25,000, the GS-1102 series (and comparable military) and Senior Contracting Officials. Contracting positions which are also Critical Acquisition Positions (CAPs) are subject to requirements for CAPs.

- Critical Acquisition Position (CAP): Any acquisition position required to be filled by a person in the grade of GS/GM-14 or above, or military grade O-5, or above.

- Non-critical Acquisition Position (Non-CAP): Any acquisition position other than a CAP.

- Statutory Qualification Requirements: DAWIA established a number of qualification requirements for specific acquisition workforce positions, i.e., CAPs, contracting positions, Acquisition Category (ACAT) I and II Program Manager (PM) and Deputy PM positions, Program Executive Officer (PEO) positions, Senior Contracting Official positions, and acquisition workforce Flag, General Officer and Senior Executive Service (SES) positions.

- Waivers: There are two types of APC waivers: an APC selection standard(s) waiver which confers APC membership, and a CAP assignment waiver which allows a non-APC member to be assigned to a CAP. All other waivers are assignment waivers.

- APC Selection Standard(s) Waiver: A person who does not meet APC standard(s) may have the lacking selection standard(s) waived. This type of waiver confers membership in the APC, as opposed to a CAP assignment which is only valid for the duration of an assignment to a particular CAP. An APC selection standard(s) waiver may be granted only for an incumbent of or a selectee to a CAP.

- CAP Assignment Waiver: Critical acquisition positions are required by law to be filled by members of the APC. This requirement may be waived. Such waivers are assignment waivers valid only for the specific CAP for which granted. (A CAP assignment waiver does not confer membership in the APC).

- Certification Waiver: A person who does not meet the certification standards of his/her position within 18 months after assignment may have the standard waived in

order to remain in that position. The granting of a waiver does not certify the person to a certification level. Rather, the waiver allows the person to remain in a particular acquisition position without being certified and is valid only for that position.

- PEO/PM/DPM and Acquisition Flag/General Officer/SES Waiver: Persons lacking any of the special statutory requirements for these positions may have that requirement waived. Such waiver is valid only for the specific position for which granted. These waivers are managed centrally (by the respective DACM). APC members may have up to six months to meet special statutory requirements before obtaining a waiver.

- Senior Contracting Official Waiver: A person lacking a statutory Senior Contracting Official requirement may have that requirement waived. This waiver is valid only for the specific position for which it is granted. APC members may have up to six months to meet statutory requirements before obtaining a Senior Contracting Officer waiver.

- Warrant Waiver: A person who lacks a statutory requirement to hold a warrant above the small purchase threshold may have the lacking statutory requirement(s) waived in order to be granted the warrant. A warrant waiver must be approved prior to issuing the warrant. This waiver is valid only for the specific current warrant, or warrants at lower dollar thresholds.

Every effort has been made to convert jargon into layman's terms in this work. All acronyms and abbreviations will be clearly identified the first time they appear in the text.

C. KEY PERSONNEL AND ORGANIZATIONS

An understanding of who the key players are and how they effect the DAWIA implementation process is crucial. The following are the most influential persons and organizations involved in the process:

- Secretary of Defense: (paraphrased from Public Law 101-510, Title XII, "Defense Acquisition Workforce Improvement Act", November 1990) This office takes orders only from the Commander in Chief (the President of the United

States) and is the most senior person (and position) in the Department of Defense. Responsibilities under DAWIA include: 1. create a DACM office for each defense component and for the Department of Defense; and designate a DACM for each; 2. identify and designate military and civilian acquisition positions; specify which billets are "critical" positions; 3. identify and designate members of the acquisition workforce and the APC, both military and civilian; 4. implement a management board control structure; 5. establish a career development and training program for the acquisition workforce; 6. establish a management information system capable of providing standardized information to Congress on persons serving in acquisition positions; 7. report to Congress annually on the status of DAWIA implementation.

- Defense Acquisition University (DAU): "The Defense Acquisition University (DAU) is a consortium of Department of Defense (DoD) education and training institutions and organizations which provide mandatory acquisition courses for military and civilian personnel serving in 12 acquisition career fields. Authorized by 10 U.S.C. 1746 and chartered by DoD Directive 5000.57, the DAU began operating on August 1, 1992. Its mission is to educate and train professionals for effective service in the defense acquisition system." (DAU,1993)

- Defense DACM: Reports to the Under Secretary of Defense (Acquisition). Designated and appointed by the Secretary of Defense to accomplish DAWIA implementation in the Department and in each service component.

- Department of the Navy DACM (DoN DACM): Reports to the Assistant Secretary of the Navy (RD&A). Their mission is to "continuously improve the professionalism of the DoN military and civilian acquisition workforce by creating, managing and evaluating a career development program which emphasizes education, training and experience." Tasked by the Defense DACM to: 1. identify and designate military and civilian acquisition positions; specify which billets are "critical" positions; 2. identify and designate members of the acquisition workforce and the APC, both military and civilian; 3. implement a management board control structure; 4. establish a career development and training program for the acquisition workforce; 5. establish a management information system capable of providing standardized information to the Secretary of Defense on persons serving in acquisition positions.

- Director of Supply Corps Personnel (OP): a department under the Naval Supply Systems Command Headquarters

responsible for managing Supply Corps officer personnel and corresponding billets (positions). OP maintains that part of the ODIS database containing both the Officer Billet File and the Officer Master File for all Supply Corps officers and issues orders assigning individual officers to specific billets.

D. SUMMARY

A system is being implemented to improve Defense acquisition personnel and DoD acquisition program management. Through statutory education, training, and experience requirements, Congress' intent is to put DoD acquisition personnel on equal professional footing with their contractor counterparts. These requirements are very specific. Congress is closely monitoring their implementation. Annual reports from the Secretary of Defense, and annual audit reports from their investigative arm, the GAO, provide continued Congressional oversight.

DoD and the service components are directed to designate the billets in each of the prescribed categories and to document the qualifications (or waivers if appropriate) of all civilian and military personnel within their secretariat. The procedures and criteria are not always uniform among the Services. However, the Secretary of Defense is charged with ensuring "that, to the maximum extent practicable, such policies and procedures are as uniform as practicable with the policies established under this chapter for the military departments." (USC,1990)

Resultant differences can be a concern when Service personnel (military) "go purple," i.e., a military officer in

a billet outside of their parent Service. Whose interpretation of the criteria is correct - the Service that certified (or did not certify) the officer, or the gaining command's interpretation? Can DLA certify the qualifications of an officer temporarily under their command, or must the providing Service certify him/her? These questions will be addressed in Chapter IV.

This chapter has introduced some key concepts, definitions, and players in the DAWIA implementation process. They are all important to understanding the challenge posed by DAWIA, as orchestrated by the Secretary of Defense and executed within the DoD. The goal is to improve the DoD acquisition workforce's professionalism and expertise. DAWIA provided the leverage to accomplish one of the overriding goals of every Supply Corps officer in the Navy - to provide more effective and efficient "Service to the Fleet."

III. DATA PRESENTATION

A. INTRODUCTION

This chapter presents data on the billet designation process, the personnel career level qualification certification process, and the certification waiver process.

B. BILLET DESIGNATION PROCESS

The process used to identify the billets included in the AWF was rather straightforward. Codes on billets were applied according to DoD Instruction 5000.58. The task of identifying acquisition billets began in January 1992. All military and civilian billets have been screened. Those that were determined to be acquisition billets have been categorized into one of thirteen areas, of which contracting is one. The officer Community Managers initiated the military screening. Their recommendations (whether the billet should be acquisition or not; and if so, what position category and should it be critical) were sent to the claimants for review. The results of that review were returned to BUPERS for coding in the Navy military manpower file of the ODIS database. (DoN DACM, 1994) Information summarized in Table 1 was provided by the Navy DACM's office. It reflects the DoN military acquisition billets by community and career field as of 31 December 1993. The communities include: Aeronautical

Engineering Duty Officer (AED), Civil Engineering Corps (CEC), Engineering Duty Officer (ED), Supply Corps (SC), Unrestricted Line (URL), and Medical Corps (MC). The table is provided to put the scope of this thesis in perspective:

TABLE 1
BILLET STRUCTURE BY DAWIA CAREER FIELD

CAREER FIELD	AED	CEC	ED	**SC**	URL	MC	TOTAL
Acquisition Log	90	-	-	11	25	39	196
Bus Cost Est & FM	1	-	-	53	9	7	70
Com/Comp Systems	7	-	5	11	8	15	46
Contracting	8	545	2	**279**	7	90	**929**
Purch Proc Ass't	3	-	3	-	-	42	42
Ed Training & CD	42	-	-	-	26	-	73
Indus Prop Mgm't	1	-	-	-	-	-	3
Man & Production	136	-	433	-	6	11	586
Prog Mgm't Ovrsgt	2	-	5	1	23	2	33
Program Mgm't	140	-	120	-	317	353	933
Quality Assurance	1	-	8	-	5	3	17
Sys Plan RD&E	78	-	153	-	116	98	448
Test & Eval Engr	42	-	12	-	72	59	185
TOTAL	548	545	740	**391**	616	721	3561
CRITICAL POSITIONS	224	89	157	**51**	305	155	981

Source: DoN DACM's office

Those 279 billets shown as being filled by the Supply Corps community within the contracting career field, including those designated as critical, define the scope of this thesis.

Career level qualification requirements for each billet were assigned according to career field and billet paygrade.

Personnel must meet the criteria of DoD Instruction 5000.52M for qualification to a given career level within a career field. The criteria that was used to establish an appropriate career level for a specific billet was the same as the criteria used to designate the paygrade for the billet. Billet paygrade requirements are based on the level of expertise, experience, authority and responsibility required by the position. The translation follows:

Paygrade		Career Level
O-7/8	=	FLAG + CAP + Level III
O-6	=	CAP + Level III
O-5	=	Level III
O-4	=	Level II
O-1,2,3	=	Level I

The individual billets are listed in Appendices A through D. Of the Commander billets, only the five at the Supervisor of Shipbuilding, Conversion, and Repair (SUPSHIP) commands are critical billets. All Captain and above billets are designated critical. All other Commander and below billets are designated non-critical.

Table 2 shows the contracting career field billet structure by paygrade and subspecialty code. Not shown however, is the tremendous state of transition among billet paygrades, AQD's, activities and subspecialty designation. The table shows these changes, net of increases and decreases. The total number of billets is relatively stable compared to the state of perpetual motion within the billet structure. Because of this continual shifting, and as the DAWIA requirements are

applicable to the AWF designated billets, the Navy DACM's 30 November 1993 listing of AWF billets will be used for the remainder of this thesis (unless otherwise specified). A summary of the billet structure for three listings follows:

TABLE 2
CONTRACTING CAREER FIELD BILLET STRUCTURE BY PAYGRADE AND SUBSPECIALTY CODE

GRADE/ SUBSPEC	NDACM 30NOV93	SUP-OP 16NOV93	SUP-OP 13APR94
RADM/1306P	0	0	0
sub-tot	0	0	4
CAPT/1306P	26	30	26
sub-tot	26	30	26
CDR/1306P	57	59	50
CDR/1306S	2	2	3
sub-tot	59	61	53
LCDR/1306P	39	42	37
LCDR/1306S	18	22	14
sub-tot	57	64	51
LT/1306P	0	0	5
LT/1306S	27	27	21
LT/1306T	27	25	32
sub-tot	58	60	58
LTJG/1306S	2	0	0
LTJG/1306T	22	15	19
sub-tot	24	17	19
TOTALS	**224**	**232**	**211**

Source: Developed by researcher

Different contracting subspecialty designations are assigned based on each candidate's qualifications. Candidates

with significant experience and prescribed training receive the 1306S designation; candidates completing an approved and accredited Acquisition/Contract Management masters degree program (Naval Postgraduate School (NPS) 815 curriculum) receive the 1306P designation; candidates assigned to either a masters degree program leading to the 1306P designation or to the Navy Administrative Contracting Officer (NACO) internship program leading to the 1306S designation receive the 1306T designation while they are in that program. The NACO program interns are assigned the 1306S subspecialty code upon successful completion of the program.

The Joint Duty billet designation process is different. Current joint-duty coded billets in the contracting career field are listed in Appendix D. The Office of the Joint Chiefs of Staff (JCS) has allocated a number of Joint Duty billet authorizations to each agency and service in DoD. The Navy Joint Duty Billet Designation Board distributed the authorized number of billets among the commands. The resulting distribution has since been judged by the JCS to conflict with the intent behind the Joint Duty qualification process. They commissioned the Logistics Management Institute to study the problem. Their report on how to fix the Joint Duty billet designation process is due out in April 1994.

C. CAREER LEVEL QUALIFICATION CERTIFICATION PROCESS

In August 1993, a BUPERS Standing Board reviewed Service Record qualification data - no performance data was used - to certify each individual that occupied a critical acquisition billet. This board convenes semi-annually (in February and August). In February 1994, BUPERS convened another administrative board to consider APC membership for all O-4's and above in the AWF. Results were forwarded to members during the month of March 1994. (DoN DACM,1994)

A military data call similar to the one used in FY 1993 for civilians will be conducted this summer to obtain individual input prior to convening the next Board (August 1994). The official purpose is to establish a "baseline of Management Information System (MIS) data for the military AWF members to determine career field certification status." This will be the officer's chance to document training, education and experience not recorded in the Service Record qualification data previously reviewed.

> The most significant DAWIA requirement as yet unaddressed for Navy military members is the certification process. In the future, officers will be certified as part of an application process, comparable to the process in place for civilians. (The military data call) is provided to establish a baseline and make certain all military officers are certified to the appropriate level in their career fields. (DoN DACM,1994)

For Supply Corps officers, the data call was sent to the command training representative (usually in the Human Resources Office) of each command with a military AWF billet.

The command training representatives are responsible for coordinating, tracking and consolidating responses.

As a surrogate for certification data, Supply Corps Officer contracting subspecialty coded personnel data was analyzed using two listings, one each provided by OP (16 November 1993) and BUPERS (13 April 1994). Table 3 summarizes this data:

TABLE 3
1306 SUBSPECIALTY CODED PERSONNEL BY PAYGRADE

GRADE	1306 P	1306P & Other P (non-add)	1306 S	1306S & Other P	TOTALS (net)
RADM	5		1	<1>	5
CAPT	36	2	16	<13>	39
CDR	86	8	58	<41>	103
LCDR	93	4	70	<29>	134
LT	53	5	85	<11>	127
TOTALS	273	19	230	<95>	/408

NOTE: the above figures include seven LCDR's and 29 LT's designated as 1306T as of 13 April 1994. All are or were in the NPS 815 curriculum and are expected to complete or have completed the program.

Source: Developed by researcher

D. CERTIFICATION WAIVER PROCESS

Waiver procedures exist for every DAWIA requirement. The procedure is essentially the same for all types of waivers. Approval authority varies from approval by a second level supervisor to approval by the DoD DACM. As the seniority and visibility of a billet increases, the approval authority level rises as well.

There are two types of APC waivers: an APC selection standard(s) waiver which confers APC membership; and a CAP assignment waiver which allows a non-APC member to be assigned to a CAP. All other waivers are assignment waivers. Assignment waivers allow an unqualified individual to occupy a specific billet. They are terminated when the individual leaves that billet.

The Secretary of Defense has delegated the authority to grant waivers to the service DACMs. The Navy DACM has re-delegated this authority to specified Senior Contracting Officials and to the heads of major acquisition commands. (DoN DACM,1993)

There were no waivers granted for Contracting Officers and for Senior Contracting Officers in Fiscal Year 1993 (GAO,1994). However, the DAWIA requirements for these categories were not effective until 01 October 1993 (USC,1990). Waivers have been granted to Flag officers on the basis that their sterling operational experience made them the best candidate for the position (GAO,1993). It remains to be seen if this basis is either sufficient or appropriate for meeting the contracting experience requirement placed on contracting officers. Per the DoD DACM's office, no waivers were executed during the first and second quarters of FY 1994 for contracting officers.

For all acquisition positions in the DoD, only 33 waivers were granted in fiscal year 1992, and 30 waivers for 26

individuals in 1993 (GAO,1993) (GAO,1994). Of these, the Navy executed nine waivers in fiscal year 1992 and 11 in fiscal year 1993. All were in the Program Management career field.

Failure to fulfill tenure requirements accounts for 16 of the 30 DoD waivers in fiscal year 1993. Eight were due to reassignments, five to retirements and three to promotions.

The second largest category of waivers involved personnel who had not attended the 20 week Program Management Course offered by the Defense Systems Management College (23 in fiscal year 1992 and 10 in fiscal year 1993). In August 1992, the Office of the Under Secretary of Defense declared that the Naval Postgraduate School 816 curriculum would also satisfy the program management course (PMC) requirement. All past and future graduates of this program fulfill the PMC requirement, nearly doubling the number of personnel that meet the PMC requirement. This is the primary reason why the number of waivers for this requirement decreased between fiscal year 1992 and fiscal year 1993.

The smallest category of waivers was granted for insufficient acquisition experience (four in fiscal year 1993). All four personnel were military officers.

Twenty-two of the 26 individuals granted waivers were military officers (85 percent). Twelve officer waivers were for lack of tenure, six for the PMC and four for the experience requirement.

The DAWIA requirements for the contracting career field became effective 1 October 1993. When this happened, the number of Navy billets covered by the act rose from 210 to over 13,000. As discussed in separate interviews, the Defense and Navy DACMs expect unprecedented numbers of waivers this fiscal year, with the largest percentages attributable to civilians (93% of the Navy AWF) who do not meet the education requirements. The Air Force alone executed 178 waivers in the first quarter of fiscal year 1994.

E. SUMMARY

Using a zero-based review of the ODIS Officer Billet File, the Officer Community Managers screened all 1306 billets. They sent proposed career level recommendations to the Claimants for concurrence. The Claimants sent their decisions to the Officer Community Managers to code the billet AQD into the ODIS database.

All officers with an acquisition subspecialty or serving in an acquisition position were screened by an administrative selection board. They considered only service record qualification data, not considering any performance data. This administrative board meets every 6 months (February and August) to review all LCDRs and above for new or continued eligibility in the APC, and potential career level certification.

The service DACM is authorized to grant waivers. The Navy DACM has re-delegated this authority to specified Senior Contracting Officials and to the heads of his major acquisition commands. (DoN DACM,1993)

The AWF billets are identified by billet AQDs that specify the required career field including whether the billet is designated critical or non-critical. The combination of billet AQD and billet grade determine the career level qualification. If the billet is designated as critical, it must be filled by an APC member qualified to career level III. Other criterion may also apply as required by the specific billet.

IV. DATA ANALYSIS

A. INTRODUCTION

This chapter analyzes the data including current practices in managing acquisition professionals, problems and variations in the processes, and the impact for managing the acquisition contracting subspecialty within the Supply Corps.

B. CURRENT PRACTICES, PROBLEMS, AND VARIATIONS IN MANAGING CONTRACTING PROFESSIONALS

The Navy is very sensitive about using the phrase "Acquisition Corps." It prefers to use the phrase Acquisition Professional Community (APC). There is no difference between definitions for the two terms. All statutes that apply to the Acquisition Corps (AC) also apply to the APC. The Navy uses APC because it better reflects the way they expect to use Navy personnel. The Navy is the only service that makes such extensive and exclusive use of the phrase "Corps." It has a very different meaning to the Navy than it does to any other service or DoD component. Using APC better defines the transition necessary for those in the Material Professional (MP) community easier (MP to AP for example), and helps reduce confusion. (DoN DACM,1993)

Congress' intent regarding a separate Acquisition Corps (delineated in the Congressional Record, hearings and

testimony before the Investigations Sub-committee of the House Armed Services Committee, HASC No. 101-71) includes a combined selection, assignment, and promotion system to provide the needed independence of the acquisition process.

The Navy position is that the AWF members should be developed within their respective communities. As a result of the Supply Corps' focused technical and managerial experience, they are strong advocates for the "business" perspective; while their operational experience provides the sense of urgency, warfighting priority, and a familiarity with user requirements. They are respected as experts in a broad range of fields from aviation to fleet support by the operators with whom they work.

During certain phases in a system's life cycle, it is imperative to combine the professional judgement of a military person concerning such matters as combat tactics and operations with a solid background in acquisition. To have otherwise would result in procurement actions that don't adequately consider the capabilities required by units in the fleet to resolve specific operational problems and threat environments. Military personnel are uniquely qualified to bridge the gap between the Navy's technical and operational requirements. That quality <u>cannot</u> be translated into an equivalent career broadening experience for their civilian counterparts. (Huban,1991)

Conversely, consolidating non-homogeneous groups into a single corps for promotion purposes will result in an inconsistent distribution among career fields and paygrades and loss of promotion opportunity.

> For example, Engineering Duty Officers, Aeronautical Engineering Duty officers and Supply Corps officers are now in separate competitive categories. They compete for promotion among themselves on a level playing field against officers with similar qualifications and backgrounds. Pooling them with others possessing widely different credentials will not solve any existing problems; on the contrary, it will introduce an unnecessary complexity into the promotion process to ensure that the playing field remains level. Additionally, our acquisition managers, including those from the Unrestricted Line, are typically among our best and historically enjoy a higher promotion rate than their contemporaries. (Huban,1991)

Analysis of Captain, Commander, and Lieutenant Commander selectees indicates that there will be constructive tension within the Supply Corps for the foreseeable future. Office of Supply Corps Personnel staff members take the position that Supply Corps officers must be generalists if they want to be competitive for promotion. The concern is that this "generalist" career path may create senior officers that are competitive for promotion, but may not possess the requisite experience to fulfill the DAWIA billet requirements, especially for the senior level billets. To some extent, both views are correct. However, in reality, they are both wrong. Data for Table 4 was drawn from a briefing prepared by OP for presentation to RADM James E. Miller, Chief of the Supply Corps and Commander, Naval Supply Systems Command. It shows

the selection board statistics for Supply Corps officers in the AWF as of February 1994:

TABLE 4
SELECTION BOARD RESULTS FOR SUPPLY CORPS AWF MEMBERS

PROMOTION TO GRADE OF:	SELECTED/ ELIGIBLE	% SELECTED	BOARD SELECTION OPPORTUNITY	AWF ADVANTAGE <DISADVANTAGE>
LCDR	24/124	19	70	<51>
CDR	64/107	60	65	<5>
CAPT	17/20	85	45	40
FLAG	2/2	100	unknown	unknown
TOTAL	107/253	42.3	60 (median)	<17.7>

Source: Developed by researcher

The implications of these results are fairly obvious: If the career objective is promotion to Captain, don't specialize too early. Any time prior to being selected for promotion to the rank of Commander is too early. The odds tilt significantly in favor of the specialist for promotion to Captain and beyond.

The DLA has no military personnel of their own. All officers within DLA are ordered in from a uniformed service for a period of from two to five years. The Service DACM is charged with certifying the qualifications of personnel assigned to them. Officers are certified by the parent Service. (DoD Manual 5000.52-M) A real dilemma is created when a Service orders an un-certified person to a DLA billet that requires a specific qualification. Per the DoD DACM, Mr. Herb Cowles, such an individual will either fulfill the deficient

requirement within the allotted time or an assignment waiver will be granted by the defense agency to which the officer is attached. This type of waiver is valid for the individual only while serving in that position.

The Navy has 1306 P-coded billets that are not in the Acquisition Workforce. This appears to result from billet turbulence and timing between reconciling the Navy DACM's database with the ODIS database. There were 18 apparent discrepancies between the Navy DACM's 30 November 1993 billet data and the ODIS database listing of 16 November 1993. Only four remained unreconciled after comparison with a 13 April 1993 ODIS billet listing. Fourteen of the discrepant billets had been reclassified or eliminated. Though the experience gained is valuable, billets that are not part of the AWF don't fulfill DAWIA's contracting or acquisition position experience requirements. It is unclear how the Navy will justify a billet as requiring a postgraduate education in contracting, when it is not involved in acquisition. The four remaining unreconciled billets need to be either included in the AWF or deleted as acquisition billets.

Naval Officers are required to have a Baccalaureate degree before obtaining a commission. DAWIA's education requirement is problematic for Navy officers in the contracting career field only if they do not have 24 semester hours of their undergraduate work in business courses, and did not attend the NPS 815 program or another business related and accredited

Masters Degree program. LT Vidal Gonzales' thesis (NPS, June 1994 (unpublished as of 5/94)) shows that nearly 70% of the NACO interns have non-business undergraduate degrees. Assuming that holds true for those officers holding a 1306S subspecialty, approximately 43 officers may be in this category (70% of the 61 contracting subspecialty officers without a DAWIA-defined business related postgraduate degree). These officers could use the fulfillment program (DoD Manual 5000.52M) or equivalency testing to satisfy the business education requirements. The courses attended by the NACOs all have ACE collegiate credit recommendations that will meet part of this requirement. For example, the ACE recommends the Supply Corps Officer - Basic Qualification Course, attended by all Supply Corps Officers (Naval Supply Corps School, Athens, GA), be granted 7 credit hours. In total, the fulfillment program, equivalency testing and NACO courses could satisfy the business education requirements for all officers.

The level II training requirements are met by the NACO training program when the intern attends the prescribed courses. As all NACO billets are AWF contracting billets, an officer's time in the NACO program counts toward fulfilling the contracting experience requirement.

The Level III training requirements are met (as of the December 1994 graduating class) by the 815 curriculum graduates of the NPS. The only Level III training requirement not fulfilled by 815 curriculum graduates, prior to December

1994, is the CON 311 Pre-Award Contracting course. The 18 month 815 curriculum also fulfills one year of the contracting experience requirement (USC,1990).

A memorandum dated 22 July 1992 from the Under Secretary of Defense for Acquisition (USD(A)) to the Superintendent, Naval Postgraduate School states, in part, that graduates of the NPS Acquisition and Contract Management Degree Program (815 curriculum) are authorized to be awarded course equivalency credit for the following courses: Management of Defense Acquisition Contracts (MDACC) Basic, Principles of Contract Pricing (QMT-170), Quantitative Techniques for Cost and Price Analysis (MT-345), Advanced Contract Administration (PPM-304), Government Contract Law (PPM-302), Systems Acquisition for Contracting Personnel (DSMC-34), Management of Defense Acquisition Contracts (MDACC) Advanced, Defense Acquisition and Contracting Executive Seminar (ER), and Defense Contracting for Information Resources (ALMC-ZX).

Training is not a significant concern for NACO interns nor for NPS 815 graduates. Their coursework is well documented by their orders and service records.

Data provided to the Navy DACM's office indicates that approximately 30% of the training course quotas are filled by military officers. Given that Navy officers are approximately 10% of the service AWF, and rotate in and out of AWF billets at three times the rate of their civilian counterparts, the military is getting a "fair share" of the quotas. What is

lacking is appropriate service record documentation of the training courses actually completed. A phone call to any detailer at OP will get you the same answer - they find out what courses an officer has attended by asking the individual officer. There is a procedure for submitting approved DD form 2518 to BUPERS to document courses completed. If an officer sends a copy of the course completion certificate to their detailer or the Career Counselor at OP, the course completion will be entered in that officer's service record. Course completion is also reflected in an Officer Data Card (ODC) entry that confirms attendance at past training courses. Individual officers need to be vigilant in following up with OP to ensure completed training courses are recorded in their service record. The individual officer must also retain the course completion certificates and must be prepared to forward copies to OP to determine assignment eligibility for DAWIA billets.

A relatively small concern for the Supply Corps is experience. Maintaining adequate manning in billets leading to the assignment of contracting subspecialty codes creates a pool of qualified officers with sufficient experience to meet the DAWIA billet requirements.

> Prior to warranting or assignment to any position requiring a warrant above the small purchase level, a person must meet the following requirements:
> 1) completion of all mandatory contracting courses at the grade or rank of the position requiring the warrant, i.e., O1-O3, Level I; O4, Level II; O5 and above, Level III and

2) have at least two years of experience in a contracting position. (DoN DACM,1993)

If a NACO completes a full two year NACO tour, or when an 815 graduate completes one year in a contracting position, the officer is eligible for a contracting warrant (assuming he/she has no prior contracting experience).

A Senior Contracting Official must have at least four years experience in contracting. As a Senior Contracting Official billet is also a critical billet (all billets are O-6 and above), a candidate for one of these positions must also fulfill Level III requirements and be APC members.

When an 815 graduate completes the first year of a three year payback tour, he/she has fulfilled all requirements for a contracting officer warrant. When the payback tour is completed, he/she has fulfilled all requirements for APC membership (if an O4 or above), and all requirements for a Senior Contracting Official position.

The NACO must complete 24 credit hours in business course work (if not a part of prior undergraduate course work), complete the mandatory Level III contracting courses (2-3 courses) and be selected for APC membership prior to assignment to a Senior Contracting Position.

An 815 graduate has typically fulfilled all training and experience requirements after successfully completing a three year payback tour in contracting. The graduate should have been screened for APC membership by the first APC Selection

Board following the officer's promotion to O4, if he/she were serving in an AWF billet. One of these officers is fully qualified for a Senior Contracting Position.

A Flag officer contracting position could be filled by a candidate who has four years experience as a Senior Contracting Official and six additional years experience in any acquisition position, provided that four years of this time was spent in a CAP. However, caution must be exercised here, only time spent serving in a designated acquisition position fulfills the experience requirement. A billet that is not in the AWF does not count.

The DoD Directive 5000.58 (Defense Acquisition Workforce) defines CAPs as all billets requiring Commanders and above. All but five of the 53 Navy Commander billets can be filled by "down-detailing," i.e., filling them with a person in one lower paygrade. The Navy is the only service that does this. The other 48 Commander billets are not CAPs for this reason, and therefore are not required to be filled by Commanders. This is spelled out nicely in a memorandum from the Navy DACM to the DoD DACM dated 21 January 1993, as follows:

> This responds to (DoD DACM's memo) which requests that we identify all of our O-5 and higher military acquisition billets as critical.
>
> All of Navy's O-6 and higher acquisition billets are critical....
>
> Within Navy, O-5 is a transitional grade and we have identified both critical and non-critical O-5 billets. Functions at this level range from support to those which clearly have significant decision-making authority. The O-

5 billets not designated critical are considered support billets which Navy has historically filled and desires to continue to fill with officers at the O-4 or O-5 level.

DAWIA and DoDD 5000.58 define a critical acquisition position as any position required to be filled by a military officer graded at O-5 or above. A clear distinction is made between the grade of the billet and the grade of the military officer assigned to that billet. Since we do not require our O-5 support billets to be filled only with military officers at the O-5 grade or higher, they were not identified as critical.

Designation of Navy's military critical acquisition billets was accomplished after very careful and deliberate review of all military billets. Our practice of identifying both critical and non-critical O-5 billets is necessary to distinguish those which must be filled with an O-5 military officer (or higher) from those which do not. All critical billets will be filled with officers at the O-5 level and above. We believe this meets the intent of the law and fully complies with regulatory guidance.

The APC membership requirement is an issue for 35 billets (4 Rear Admiral + 26 Captain + 5 Commander critical). Membership requirements are as listed in Appendix E, with the following caveat:

> "Once a person becomes an APC member, that person will remain a member until membership is cancelled... Persons will be removed from APC membership rolls in the following circumstances... If a military member has been assigned to a non-acquisition position for two consecutive tours of duty or five consecutive years, whichever is longer." (DoN DACM,1993)

The implications are fairly obvious. Do two consecutive tours outside of acquisition, and you are no longer eligible to fill a Senior Contracting Official Position or a CAP. Once an officer is designated an APC member, he/she can serve only one operational tour before returning to an AWF billet, or have that APC membership cancelled. There is no official

procedure for getting APC membership reinstated. However, it does seem reasonable that once the requirements for APC membership are met, they are not magically un-met at some later date. With the exception of the every-five-years requirement for the Executive Contracting course (CON 301), none of the experience, education, or training requirements has an expiration date or shelf-life.

A review of the table of contents in a few Contract Management magazines (published monthly by the National Contract Management Association) will confirm the bewildering array of changing issues facing contracting professionals. The CON 301 course description reads in part:

> "...a unique forum for senior personnel in the contracting career field to examine a wide range of acquisition issues. This one-week course provides, through guest speaker lectures, discussions, workshops, and a Capitol Hill visit to observe Congressional activities, an intensive executive level view of current issues and events in acquisition and in particular, contracting." (DAUC,1993)

The course description matches nicely with the real world contracting environment. It allows for the flexibility needed to address the changing nature of issues that concern contracting personnel, and is particularly well suited to keep Navy officers that rotate in and out of AWF billets current in the contracting career field.

During the billet designation process, the existing AQDs were found to be inadequate for describing billet requirements and individual career level certifications. Subsequently,

acquisition AQDs have been revised and standardized to a sufficient level of detail and the entire ODIS Billet Master File will be re-coded accordingly. Re-coding the Officer Master File should be completed in May or June 1994. The first digit in the 3-digit alpha-numeric field is an A__ for Acquisition. The second digit indicates the career field, and whether the billet is critical or non-critical. The third digit will indicate the career level qualification or waiver attained/approved for an individual. If the third digit of a billet AQD is a D, the DACM must approve all personnel assignments to that billet. Table 5 is a synopsis of the new AQD structure drawn from the NODAC approval letter (NODAC,1994):

TABLE 5
NEW AQD STRUCTURE FOR CONTRACTING CAREER FIELD

FIRST DIGIT:	SECOND DIGIT:	THIRD DIGIT:
A = Acquisition	C = Contracting	Billet related: N = Non-Critical C = Critical D = Developmental Personnel related: 0 = Not Certified 1 = Level I 2 = Level II 3 = Level III
	P = APC related	M = Fully Qualified G = Waiver Experience J = Waiver Education K = Waiver Training

Source: Developed by researcher

An example of a billet AQD is ACC. This would be used for an Acquisition billet in the Contracting career field that is designated Critical.

One potential issue remains: do we have enough qualified officers to fill the billets? This analysis draws heavily on the assumptions made and the model developed in a prior NPS thesis (Schonenberg,1988). The answer is still "it depends."

For grades of Lieutenant Commander and above, there are 126 "P" coded billets and 220 officers to fill them. Deleting officers on sea duty (33) and 1/2 of the officers with another "P" code (14) results in slightly less than one and one half officers for each "P" coded billet (1.45). Simply applying OP's ratios for billet to body comparisons (2 to 1 for Commanders and below, 1.5 to 1 for Captains and above) there is a net shortage of 23 officers with shortfalls at the Captain (-4) and Commander (-32) levels and a modest excess at the Lieutenant Commander (+13) level. A downsizing related billet reduction lowered the number of officers in the NPS 815 program from 20 to 16 billets. Because of this reduction, the slight surplus of Lieutenant Commanders will disappear and shortages in paygrades of Commander and Captain will get more severe. Ever-growing shortages in all paygrades will start in FY 1995.

There are 49 "S" coded billets and 213 officers (in paygrade O-2 through O-5) to fill them. Deleting "S" coded officers with a postgraduate degree in another career field

(81) and those on sea duty (40) results in slightly less than two officers for each "S" coded billet (1.88). Simply applying OP's ratios for billet to body comparisons (2 to 1 for Commanders and below) there is a surplus of 34 officers consisting of 16 Lieutenants, 5 Lieutenant Commanders, and 13 Commanders. A billet reduction lowered the number of officers in the NACO program (the primary source for "S" coded officers) from 42 to 28 billets. Because of this reduction, the current surplus at all levels will disappear.

C. IMPACT OF PROBLEMS AND VARIATIONS

Persistent shortages of 1306P qualified officers will "civilianize" military billets. If personnel do not meet DAWIA requirements for contracting positions, they cannot fill the positions. If military personnel are not qualified to fill a billet, the Claimant will find a qualified civilian. With the exception of CAPs, once a billet is filled by a civilian, it may never again be filled by military personnel. As CAPs must be reviewed for potential rotation every five years, there is an opportunity to "reclaim" the billet in five years, if a qualified military person is available at that time. Given the difficulty of combining operational tours with professional tours, the probability is slim that a military officer can successfully compete with a civilian on pure technical proficiency grounds.

The attitude of Congress is to downsize DoD, reduce the AWF's size, and civilianize military billets. They assume that civilians are cheaper than military personnel. The DoD reinforces this assumption. The Defense Business Operating Fund (DBOF) assesses a higher cost to military personnel than to civilians in equivalent grades. (USC,1990) (GAO,1993)

The combined result will be an ongoing battle to keep operational expertise, understanding, and a sense of urgency in Navy acquisition programs. The Navy must be cautious and learn from the Army's mistakes.

> "The practice of assigning general officers who do not meet the act's qualification requirements to critical acquisition positions, particularly within the Army, is a concern. This practice may reflect a service culture that places a high value on and preference for operational experience in filling non-operational positions. A change in this culture may be required to comply with the intent of DAWIA" (GAO,1993).

A similar statement was made by Congressman Mavroulis about jet fighter pilots during HASC hearings on what later became DAWIA. Officers with operational experience bring operational expertise, understanding, and a sense of urgency to the party. Unless we develop a sufficient population of operational and acquisition professionals, this is what we stand to lose.

D. SUMMARY

The Navy prefers to use the term Acquisition Professional Community instead of Acquisition Corps for clarity within the

service. The idea of an APC is more palatable than the creation of another "Corps."

The Navy has 1306 billets that are not in the APC. Officers filling these billets do not receive credit for the time spent in these billets. (USC,1990)

The potential "civilianization" of billets, combined with the elimination of sufficient numbers of officers in the 815 program, will make maintaining adequate numbers of qualified contracting officers an ongoing battle.

During the billet designation process, the existing AQDs were found to be inadequate. The acquisition AQDs have been standardized to a sufficient level of detail and the entire ODIS Officer and Billet Master Files were or are being re-coded.

V. CONCLUSIONS AND RECOMMENDATIONS

A. INTRODUCTION

This chapter will draw conclusions from the data analysis. This includes providing specific recommendations, reviewing the research questions and summarizing areas for further research.

B. CONCLUSIONS

Can 1306's attain CAP-level proficiency and remain competitive for promotion? Will the Navy be able to sustain a subspecialty-based APC, or will we be driven to an Army FA 97 type arrangement?

The Navy is fighting hard to retain a subspecialty based acquisition group. This may be a losing battle, as in the other services. It is worth the effort to retain our current AWF program. The alternative is to forfeit the advantages that operational experience brings to the AWF and the advantage AWF members currently experience in promotion to Captain. Combining the disparate Navy staff corps and URL officers into one competitive group for promotion purposes creates an uneven playing field while solving a non-existent problem. It is a challenge to attain the desired experience levels. It is not difficult for those in the contracting career field to attain the experience levels set by DAWIA.

Specializing too early in an officer's career precludes obtaining enough operational tours to remain competitive for promotion to Commander. Competitive for promotion means the Navy's needs come before DAWIA's needs. If you are not competitive for promotion, you will not be around to fill the senior billets. As reflected in selection board results, it is not safe to remain in one career field until selected for promotion to Commander.

Prior to this, an officer will typically have one year of contracting experience credit from his/her postgraduate education and three years credit from the "payback" tour. This person is qualified to fill a Senior Contracting Official position, but must get six more years credit for duty in an acquisition position, including four in a CAP, before filling a Flag Officer billet. This is the minimum statutory experience requirement. There is enough time to get the experience before being selected to Flag rank if the officer stays within a specialty area after selection for Commander.

C. RECOMMENDATIONS

The education, experience, and training requirements are summarized in Appendix E. The Navy has no choice but to meet the legislated requirements for DAWIA billets. To do otherwise would mean incurring the wrath of Congress, something for which we end up paying very dearly.

Recommendation Number 1: The Navy does have a great deal of flexibility in designating billets and assigning billet grades. Using this as a tool, the Navy can minimize the impact by only designating the minimum number of billets. However, this also minimizes the pool of personnel who meet the experience requirements. Time in non-DAWIA billets does not count toward the experience requirement. Short-sighted billet minimization causes long-term shortages in qualified personnel. A careful balance must be attained between both goals. In the past, Congressionally mandated AWF reductions were relatively ineffective. DAWIA defined an AWF billet, and the DoD put names to them. Future Congressional billet reductions will have a significantly greater impact.

Recommendation Number 2: Gaming the certification process is not an option. Falsifying records is never an option. With annual reporting to Congress on each waiver granted, including GAO investigations and reporting, this is not a viable way to "meet the need." The DoD is in apparent concurrence. (GAO,1994) Grandfathering those who have 10 years of experience has helped civilians, but is useless for reassignments since 1 October 1993.(USC,1990)

On one point there is no disagreement - both Congress and the Navy want the best possible management of the acquisition process. How each would choose to meet that goal is another matter. In 1990, Congress chose a "full disclosure" method. The Navy can either satisfy Congress' intent openly and

directly through DAWIA compliance and/or convince them, through its actions, that their help is not required. The best bet is full compliance for all DAWIA billets, while complying with Congress' intent on all 1306 billets.

Recommendation Number 3: The main issue for fulfilling DAWIA requirements is training and career level qualifications. Experience is the challenging requirement for Navy officers. Too much specialization too soon and you will not be promoted to fill the senior billets. Too little specialization too late, and you will have the same problem. A subspecialty of 1306 "S" or "P" is not the issue; DAWIA career level is. So long as sufficient officers are ordered to the 815 program, and the current level of NACO interns is maintained, the Navy Supply Corps will be able to meet DAWIA requirements.

Growing the Navy's own increasingly professional acquisition workforce will minimize the reporting requirements and GAO investigative efforts while showing Congress an honest effort.

Recommendation Number 4: The military data call was sent to Supply Corps officers serving in AWF billets and to APC members (most of whom are still in AWF billets). Approximately 240 Supply Corps contracting officers received the data call. There are over 500 Supply Corps officers with a contracting subspecialty code. If the objective was to meet DAWIA's reporting requirements, that is sufficient. If the objective

is to establish a baseline of MIS data, it is not. Using only one career field (the largest one for the Supply Corps), over half of the relevant population was not included in the data call. To establish a sound baseline of MIS data, the data call must be sent to all Supply Corps officers holding an acquisition related subspecialty code. To do otherwise not only creates an inaccurate baseline, it severely understates the wealth of acquisition expertise within the Supply Corps and provides a strong, but incorrect, argument for further civilianization of military acquisition billets. We must document our true strength, not false weakness.

D. REVIEW OF RESEARCH QUESTIONS

The primary research question addressed in this study is:

How might the Navy manage the acquisition / contracting subspecialty to meet DAWIA billet requirements?

ANSWER: The simplest answer is that DAWIA codified existing practice within the Supply Corps for filling contracting billets and developing contracting professionals. The most significant impact for the Supply Corps is in the documentation requirements. New bureaucracies are developing to create, regulate, exercise oversight and enforce DAWIA requirements. Precise documentation and MIS data is now required to demonstrate compliance. We have the ability to meet DAWIA education, experience and training requirements. Areas with documentation deficiencies have been or are being

corrected. Officers must assume more responsibility for managing their careers and maintaining training documentation.

Answers to subsidiary questions are as follows:

1. What are the training and experience requirements for DAWIA?

ANSWER: Education, experience and training requirements vary by career field, billet paygrade, and whether it is coded critical or non-critical. The requirements for the contracting career field are summarized in Appendix E.

2. How is a contracting career field billet designated?

ANSWER: A billet AQD will specify the billet as being in the Acquisition Workforce, critical or non-critical, and the career field applicable to the billet. This, combined with the billet paygrade, drives the career level qualification required for the billet.

3. What is the process for certifying individual officer qualifications for the Navy and the Defense Logistics Agency (DLA)?

ANSWER: All officers filling an acquisition billet were screened by a BUPERS administrative board. They considered only Service Record qualification data, not performance data. This administrative board meets every 6 months (February and August) to review the records of all Lieutenant Commanders and above serving in an acquisition billet or holding an acquisition AQD. The board looks for new or continued eligibility in the APC, and potential assignment of an acquisition AQD. As part of the detailing process, OP will match the individual's qualifications against the prospective billet's requirements. If the officer is a good fit and appears to be qualified, the officer will be proposed for the orders. If they deem the officer qualified, the BUPERS Standing Board will certify the officer at the appropriate career level and approve assignment of the corresponding AQD to the officer's record.

As the DLA has only organic civilian personnel, the only occasion they would have to certify a Navy officer is when we order an uncertified officer into one of their billets. In those instances, DLA will grant a certification waiver. This waiver expires when the officer leaves the billet.

4. What is the process for identifying DAWIA billets for the Navy and DLA, and who designates the DAWIA billets?

ANSWER: Using a zero-based review of the ODIS Officer Billet File, the Officer Community Managers (OCMs) screened all officer billets looking for potential AWF billets. They sent their recommendations to the Claimants for review and approval. The Claimants sent their approved AWF billet listing to the OCM's to code the billet AQD into the ODIS database. Some Navy billets are de facto "designated" by Congress - including CAPs, heads of contracting activities, and contracting officers. A select group of senior billets are designated and managed by the DoD or Navy DACMs either directly or through their Acquisition Workforce Oversight Committee (AWOC).

5. Who will issue or grant waivers for DAWIA requirements to the Navy and DLA?

ANSWER: The service DACM is authorized to grant waivers by the Secretary of Defense. The Navy DACM has re-delegated this authority to all of his specified Senior Contracting Officials and to the heads of his major acquisition commands (DoN DACM,1993). As we have seen, the number of waivers granted is very small (10 for DON in FY 1993), but the percentage of these granted to military officers is very high (85%) (GAO,1994). The relevant subsets of these, for those in the contracting career field, are the tenure and experience requirements. With the expansion of DAWIA coverage in the DoN from 210 to over 13,000 billets in FY 1994, the number of waivers have increased dramatically, and the percentage of those attributable to military officers has declined significantly. No waivers had been executed for contracting officers in DoD for the first and second quarters of fiscal year 1994.

6. How are the Navy Acquisition Workforce (AWF) billets identified and what are the billets that qualify as AWF billets?

ANSWER: The DAWIA Acquisition Workforce billets are identified by billet AQDs indicating if the billet is in the Acquisition Workforce (first digit of AQD), specifying the required career field (second digit of AQD), and whether the billet is critical or non-critical (third digit of AQD). Determining the required career level is a function of the billet paygrade and AQD. A summary of the contracting billets filled by Navy 1306 subspecialty-coded officers is included as Appendices A, B, C, and D.

E. AREAS FOR FURTHER RESEARCH

Areas for further research include:

1. Who should decide which billets get filled and which go unfilled? The number of Supply Corps personnel is dropping much faster than the number of billets. Unfilled billets are the result. This comes to the attention of OP through either an alert detailer or a concerned Commanding Officer calling OP looking for the replacement for a departing officer under his/her command.

2. Should maintenance and repair be included in the AWF? Including maintenance and repair expertise in the AWF would greatly increase the number of billets and bodies in the AWF. The advantage is in allowing the broad experience base of our Unrestricted Line counterparts in shipyards and aviation depots to play a bigger role in acquisitions. It also makes them more susceptible to Congressional billet reductions.

3. Why is training course completion not getting documented in officer service records? What should be done to fix the process? This was a relatively insignificant issue in the past. Statutory requirements are now in effect. Training has a dramatic impact on officer assignments, professional development, and Congressional reporting.

APPENDIX A, NACO/DNACO TRAINING BILLETS

CLAIMANT	COMMAND	NUMBER
NAVAIR		6
NAVSEA		6
SPAWAR		3
NAVSUP	ICP	4
NAVSUP	NRCC	6
NAVSUP	FISC	6
NAVSUP	ITACEN	1
DLA	FIELD	10
TOTAL		42

ACRONYMS:

NAVAIR = Naval Aviation Systems Command
NAVSEA = Naval Sea Systems Command
SPAWAR = Space and Naval Warfare Systems Command
NAVSUP = Naval Supply Systems Command
ICP = Inventory Control Point
NRCC = Navy Regional Contracting Center
FISC = Fleet Industrial Support Center
ITACEN = Information Technology Acquisition Center
FIELD = a group of DLA commands including Defense Plant Representative Offices (DPROs), Defense Contract Management Offices (DCMOs), and Defense Contract Management Area Operations (DCMAOs)

APPENDIX B, 1306 JOINT DUTY BILLETS

IN THE ACQUISITION WORKFORCE

NOVEMBER 1993 DATA - SOURCE: NAVY DACM

ACTYSHRT	TITLE	SUBSPEC	NEWAQD
CAPTAIN BILLETS			
DCMAO BOSTON	COMMANDER	1306P	JD1/ACC
DCMAO TWN CITIES	COMMANDER	1306P	JD1/ACC
DPRO GE AEROSPAC	COMMANDER	1306P	JD2/ACC
DPRO TX INST	ADMN CNTRCT/COMMANDR	1306P	JD1/ACC
DCMC INT	COMMANDER	1306P	JD2/ACC
DPSC PHILA	CHIEF	1306P	JD2/ACC
DPSC PHILA	CHIEF	1306P	JD1/ACC
DCMAO ORLANDO	COMMANDER	*1306P	JD1/ACC
DCMAO SUNNYVALE	COMMANDER	*1306P	JD1/ACC
DCMAO DENVER	COMMANDER	*1306P	JD1/ACC
COMMANDER BILLETS			
DCMD SOUTH	ADM CNTRCT/DEPUTY DIRECTOR	1306P	JD1/ACN
DCMD NORTHEAST	ADMN CNTRCT/DEP DIR	1306P	JD1/ACN
DPRO LOCKHEED	COMMANDER	1306P	JD1/ACN
DPRO WESTINGH	COMMANDER	1306P	JD1/ACN
DPRO MAG FTWAYNE	COMMANDER	1306P	JD1/ACN
DPRO LORAL SYS	COMMANDER	1306P	JD1/ACN
DPRO MCD DOUGLAS	ADM CNTRCT/COMMANDER	1306P	JD1/ACN
DCMC INT	COMMANDER	*1306S	JD1/ACN
DEFINDSCEN PHILA	PRCM CONTRACT/CHIEF	1306P	JD1/ACN
LIEUTENANT COMMANDER BILLETS			
DPRO AT&T TECH	ADM CNTRCT/COMMANDER	1306P	JD1/ACN
DCMO VIRGINIA	COMMANDER	1306P	JD1/ACN
DCMAO SPRGFLD NJ	ASISTANT CHIEF	*1306S	JD1/ACN
DEF SUBS OFC AL	CHIEF	1306S	JD1/ACN
DSO DIEGO	CHIEF	1306S	JD1/ACN
FUELSUPCEN ALEX	PRCM CONTRCT/ASST CHIEF	1306P	JD1/ACN
FUELSUPCEN ALEX	ASSISTANT CHIEF	1306P	JD1/ACN
DEF LOG AGENCY	PROG MGMT STAFF OFFICER	1306P	JD1/ACN
DEF LOG AGENCY	CONTR MGMT STF OFF	1306S	JD1/ACN
DEF LOG AGENCY	PROC MGMT STAF OFFICER	*1306P	JD1/ACN
DEF LOG AGENCY	PROC MGMT STAFF OFFICER	*1306P	JD1/ACN

* Denotes billets shown by OP, not in the AWF list provided by the Navy DACM's office.

APPENDIX C, 1306 "S" CODED BILLETS

IN THE ACQUISITION WORKFORCE

NOVEMBER 1993 DATA - SOURCE: NAVY DACM

ACTYSHRT	TITLE	NEWAQD
COMMANDER BILLETS		
SPAWAR SPTECH PG	DES PJ BUS ADM/BUSINESS MANAGER	AKN*
DPSC PHILA	CHIEF	ACN
LIEUTENANT COMMANDER BILLETS		
PTSMH NSYD PTSMH	PROC CONTRACTING OFFCR	ACN
NORVA NSYD PTSMV	PRCM CONTRACT/PURCHASE OFFCR	ACN
DCMAO HARTFORD	ADMIN CONTRCT/ ASST CHIEF	ACN
DCMAO BOSTON	PROGRAM SUPPORT OFCR	ACN
DCMAO ST LOUIS	ADMIN CONTRACT/ASST CHIEF	ACN
DCMAO VAN NUYS	PROGRAM SUPPORT OFFICER	ACN
DCMAO DAYTON	ADMIN CONTRACTING/ ASST CHIEF	ACN
DCMAO DENVER	ASST CHIEF	ACN
DPRO TX INST	ADMIN CONTRACT/PROGRAM SUPPORT OFCR	ACN
DPRO SKRSKY ADU	CHIEF CONT OPS BR	ACN
DCMO SPACE	PROGRAM INTEGRATOR	ACN
DCMO RAYTHEON	COMMANDER	ACN
DEF SUBS OFC AL	CHIEF	JD1/ACN
DSO DIEGO	CHIEF	JD1/ACN
DOE NREACTOSCHNE	PROCUREMENT & CONTRACT AD	ACN
DEFELECTSUPCEN	CHIEF	ACN
DEF LOG AGENCY	CONTR MGMT STF OFF	JD1/ACN
LIEUTENANT BILLETS		
FISC NORFOLK VA	DIR PURCHASING DIV	ACN
FISC PUGET SOUND	PRCM CONTRACT TRI SPECIAL	ACN
NSWC D SL SPRING	ASSISTANT SUPPLY OFFICER	ACN

ACTYSHRT	TITLE	NEWAQD
MSCCENTACT W DC	PRCM CONTRACT/ASST FOR PROC	ACN
NTR LAUREL MD	ADMIN CONTRACT	ACN
NAVREGCNCNSINAP	GEN SUP	ACN
DCMAO ATLANTA	CNTRCT ADMINISTRATOR	ACN
DCMAO ORLANDO	CNTRCT ADMINISTRATOR	ACN
DCMAO SANTA ANA	CONTRACT ADMIN	ACN
DCMAO S DIEGO	CONTRACT ADMIN	ACN
DCMAO S FRNCISCO	CONTRACT ADMINISTRATOR	ACN
DCMAO DETROIT	CONTRACT ADMINISTRATOR	ACN
DCMAO GARDN CTY	CONTR ADMIN OFCR	ACN
DCMAO SPRGFLD NJ	CONTRACT ADMIN/PSO	ACN
DCMAO NY	CONTRCT ADMN OPS BRANCH B	ACN
DCMAO BALTIMORE	CNTRCT ADMINISTRATOR	ACN
DCMO VIRGINIA	CONTRACT ADMINISTRATOR	ACN
DPRO MCD DOUGLAS	ADMIN CONTRACT/ADMIN CONTRACTING OFF	ACN
DPRO HG FULERTON	PRGM SUPPORT OFCR	ACN
NREACTRO DOEGROT	SPECIAL REACTOR MATERIALS	ACN
NREACTRO DOENPTN	SPECIAL REACTOR MATERIALS	ACN
GENSUPCEN RICH	CHIEF	ACN
DEFINDSCEN PHILA	PROCUREMENT OFCR	ACN
DEFINDSCEN PHILA	CHIEF	ACN
DEFELECTSUPCEN	PROCUREMENT OFFICER	ACN

LIEUTENANT JUNIOR GRADE BILLETS

MCAS CHERRYPT NC	PRCM CONTRACT	ACN
SUPSHP LBCH CA	ADMIN CONTRACT/ADMIN CONTRACTING INTERN	ACN

* Denotes non-contracting career field billet with 1306S designation.

APPENDIX D, 1306 "P" CODED BILLETS

IN THE ACQUISITION WORKFORCE

NOVEMBER 1993 DATA - SOURCE: NAVY DACM

ACTYSHRT	TITLE	NEWAQD
CAPTAIN BILLETS		
NAVREGCONTC SDGO	CO SHR ACTIVITY	ACC
NAVREGCONTC PHIL	CO ADDU TO 00230/00175	ACC
NAVREGCONTC WASH	CO SHR ACTY	ACC
NAVREGCONTC NPLS	CO SHR ACTY	ACC
NSWCD CRANE IN	PRCM CONTRACT/SUPPLY	ACC
SHPSPRTS CC MECH	PRCM CONTRACT-DIR CONTRACTING GROUP	ACC
ASO PHILA PA	PRCM MGT/DIR ASO-02	ACC
NASC OPSUPFLD DC	EXECUTIVE DIRECTOR	ACC
NASC OPSUPFLD DC	DEPUTY DIR COMBAT A/C CONTRACTS DIV	ACC
NAVWPNCEN CHLAKE	DIRECTOR OF SUPPLY	ACC
NAVNDPOPCEN PAX	PRCM CONTRACT/DIRECTOR	ACC
NSSC OP SUPFDWAS	02X-EXEC AST/PCRM MANAGEMENT	ACC
NSSC OP SUPFDWAS	028-DIR CONTRACT ADM DIV/PRCM MGMT	ACC
SPAWAR OPSUP FLD	PRCM MGMT/DEP CDR FOR CONTRACTS	ACC
ASSTSECNAV RDA	EXEC ASST/DEPUTY CAG/NAVAL AIDE	ACC
ASSTSECNAV RDA	ASST DIR OVERSIGHT/CONTROL MGMT	ACC
ASSTSECNAV RDA	DIRECTOR	ACC
MSCCENTACT W DC	CDR/CO SHR ACT/ADDU TO 10005/62387	ACC
DCMAO BOSTON	COMMANDER	JD1/ACC
DCMAO TWN CITIES	COMMANDER	JD1/ACC
DPRO GE AEROSPAC	COMMANDER	JD1/ACC
DPRO TX INST	ADMN CNTRCT/COMMANDR	JD1/ACC
DCMC INT	COMMANDER	JD1/ACC
DPSC PHILA	CHIEF	JD1/ACC
DPSC PHILA	CHIEF	JD1/ACC

ACTYSHRT	TITLE	NEWAQD
COMMANDER BILLETS		
COMSC WASH DC	PRCM MGT/DIR PROC PLANS & POLICY	ACN
NAWCAD I (DBOF)	SUPPLY	ACN
NSWC CDBETH MD	GENERAL SUPPLY-HD CENTER SUPPLY DEPT	ACN
NSWCD DHLGRN VA	SUPPLY OFFICER	ACN
FISC NORFOLK VA	DIR RCD	ACN
FISC OAKLAND CA	DIR REG CONTR DEPT	ACN
FISC PUGET SOUND	PRCM CONTRACT/DIR ADDU TO 05700/00251	ACN
FISC P HARBOR HI	PRCM CONT/REGIONAL PRCM DIR	ACN
FISC CHASN SC	DIR REG CONTRACTING DEPT	ACN
FISC YOKOSUKA JA	PRCM CONTRACT	ACN
FISC PENSACOLA	CONTRACTING OFFICER	ACN
ASO PHILA PA	PRCM CONTRACT/STRIKE/FIGHTER ASO 021	ACN
ASO PHILA PA	PRCM CONTRACT/PWR PLT/HELO ASO 023	ACN
NAVREGCONTC SDGO	XO/PRCM MANAGEMENT	ACN
NAVREGCONTC PHIL	XO SHR ACTY	ACN
NAVREGCONTC WASH	XO/SHR ACTY	ACN
NAVREGCONTCDT UK	OIC SHR ACTY/OIC DET LONDON	ACN
NAVRECOCEN D L B	OIC DET LONG BEACH	ACN
BUPERS SEA DUTY	SPEC PROJ OFF	AKN*
SPAWAR OPSUP FLD	PRCM MGMT/SPECASST WEAPON SYS ACQ	ACN
NASC OPSUPFLD DC	ASST HD CONT & BUSINESS MGMT BR	ACN
NASC OPSUPFLD DC	DIRECTOR CONTRACTS & BUSINESS POLICY	ACN
NASC OPSUPFLD DC	DPTY DIR ASW SUPT & A/C COMPONENTS DIV	ACN
NASC OPSUPFLD DC	PCO/ASW/SUPPT A/C & A/C COMPNTS	ACN
NASC OPSUPFLD DC	ASST BR HD FIX WING & ENG A/C WPN SYS BR	ACN
NASC OPSUPFLD DC	ASST DIR-MISSILE & SYSTEMS DIV	ACN
NSSC OP SUPFDWAS	022C-SPEC AST TO DIV DIR/PCRM CONTRACT	ACN
NSSC OP SUPFDWAS	0253-HD R&D BR/PRCM CONTRACT	ACN
ASSTSECNAV RDA	SR PROCUREMENT ANALYST	ACN
ASSTSECNAV RDA	SR PROCUREMENT ANALYST	ACN
ASSTSECNAV RDA	ACQ/COMPETITION OMBUDSMAN	ACN
PEOSUB WASH DC	DIV DIR FOR PLANS AND PROGRAMS	ACN
MSCCENTACT W DC	PRCM CONTRACT/TECH DIR SVCS CONTR DIV	ACN
MSCCENTACT W DC	DEPUTY FOR CONTR ADMIN	ACN
SUPSHP PTSM VA	ADMIN CONTRACT/ADDU TO 02110/42192	ACC

ACTYSHRT	TITLE	NEWAQD
SUPSHP BATH ME	ADMIN CONTRACT/ADDU TO NAVSEAOPSUPFLD	ACC
SUPSHP GROTON C	ADMIN CONTRACT/	ACC
SUPSHP NPTN VA	ADMIN CONTRACT/ADDU TO BSC 02078	ACN
SUPSHP PASGLA M	ADMIN CONTRACT/CONT OFF/ADDU TO BSC	ACC
SSC&REP NRLNS	ADMIN CONTRACT/ADDU TO 02100/42192	ACC
DCMD SOUTH	ADM CNTRCT/DEPUTY DIRECTOR	JD1/ACN
DCMD NORTHEAST	ADMN CNTRCT/DEP DIR	JD1/ACN
DPRO LOCKHEED	COMMANDER	JD1/ACN
DPRO WESTINGH	COMMANDER	JD1/ACN
DPRO MAG FTWAYNE	COMMANDER	JD1/ACN
DPRO LORAL SYS	COMMANDER	JD1/ACN
DPRO MCD DOUGLAS	ADM CNTRCT/COMMANDER	JD1/ACN
DPRO MCD DOUGLAS	ADMIN CONTRACT/DIR CONTRACT DIV	ACN
DEFINDSCEN PHILA	PRCM CONTRACT/CHIEF	JD1/ACN
USA LOG MGMT COL	INSTR PRCM MGMT	ACN
USA LOG MGMT COL	INSTR PRCM MGMT	ACN
DAU	ADV C&S INST/WPN SYS ACQ MGT	ACN
NCCOSC RDTE DV	PRCM MANAGEMENT/DEPT HD	ACN
ITACEN WASH DC	EXECUTIVE OFFICER	ACN
NAWCAD LKHURST	PRCM CONTRACT/OFF	ACN

LIEUTENANT COMMANDER BILLETS

SHPSPRTS CC MECH	PRCM CONTRACT/DEP DIR WEAPON SYS CONTR	ACN
NAVREGCONTC PHIL	PRCM CONTRACT/DEP DIR CONTRACTS DIV	ACN
NAVREGCONTC WASH	PRCM MGT/DEPUTY DIR CONTRACTS DEPARTMENT	ACN
NRCC S D H KONG	OIC SHR ACT/PROC CNT	ACN
NAVREGCONTC NPLS	XO SHR ACTY	ACN
NSWCD IN HD MD	GENERAL SUPPLY-HEAD SU	ACN
FISC OAKLAND CA	DIR CONTRACT DIV REG	ACN
FISC CHASN SC	CONTRACTS & PURCHASE DIV OFF	ACN
PEOSPACOMSEN WDC	PROC MGT/ACQUISITION MANAGER	ACN
PG SCH PROFESTRG	INSTR	ACN
ASO PHILA PA	PRCM CONTRACT/SUPPORT ASO 024	ACN
NAWCAD LKHURST	PRCM CONTRACT/COMPETITION ADVOCATE	ACN

ACTYSHRT	TITLE	NEWAQD
PEOTACAIR WASH	BUSINESS FINANCIAL MANAGER	AKN*
NASC OPSUPFLD DC	WEAPONS SYSTEM PURCHASE DIVISION	ACN
NASC OPSUPFLD DC	PCO/COMBAT A/C CONTRACTS DIVISION	ACN
NASC OPSUPFLD DC	HD CONTRACT POLICY BR	ACN
NASC OPSUPFLD DC	ASST BR HD SEL FIX WING & WPN SYS BR	ACN
NASC OPSUPFLD DC	MISSILE WEAPONS SYSTEMS DIVISION	ACN
NASC OPSUPFLD DC	MISSILE WEPS SYS DIVISION	ACN
NASC OPSUPFLD DC	A/C COMPONENT PUR DIV	ACN
NASC OPSUPFLD DC	WTTE PROCUREMENT	ACN
NSSC OP SUPFDWAS	02210-CONTRACTING OFF/PCRM CONTRACT	ACN
NSSC OP SUPFDWAS	026-HD CONTRACT SUPSERV BR/PRCM CONTRACT	ACN
NSSC OP SUPFDWAS	0263B MINE WARFARE CONTRACTING OFF	ACN
NSSC OP SUPFDWAS	0285-HD SURFSHP OVHL ACQ BR/PRCM CNTRACT	ACN
NSSC OP SUPFDWAS	0285-HD SURFSHP OVHL ACQ BR/PRCM CNTRACT	ACN
DCMAO EL SEGNDO	ASST CHIEF	ACN
DCMAO S DIEGO	ASST CHIEF	ACN
DCMAO DETROIT	ADMIN CONTRACT/ASST CHIEF	ACN
DCMAO READING	CHIEF	ACN
DPRO AT&T TECH	ADM CNTRCT/COMMANDER	JD1/ACN
DPRO GRUMMAN BPG	ASSISTANT CHIEF CONT DIV	ACN
DCMO VIRGINIA	COMMANDER	JD1/ACN
GENSUPCEN RICH	PRCM CONTRACT/CHIEF	ACN
FUELSUPCEN ALEX	PRCM CONTRCT/ASST CHIEF	JD1/ACN
FUELSUPCEN ALEX	ASSISTANT CHIEF	JD1/ACN
DIRDIVOFNREACDOE	NAVREACTORS PROCUREMENT	ACN
AF INST OF TECH	FACULTY	ACN
DEF LOG AGENCY	PROG MGMT STAFF OFFICER	JD1/ACN
<u>LIEUTENANT BILLETS</u>		
PG SCH PROFESTRG	INST	ACN
DCMAO CHICAGO	ADMIN CONTR OFCR	ACN
DCMAO CHICAGO	ADMINISTRATIVE CONTRACTING OFFICER	ACN
AF INST OF TECH	FACULTY	ACN
ITACEN WASH DC	ADP PROCUREMENT MGMT OFFICER	ARN*
ITACEN WASH DC	ASST ADP PROCUREMENT MGMT OFFICER	ARN*

* Denotes non-contracting career field billets with 1306P designation.

APPENDIX E, EXPERIENCE, EDUCATION AND TRAINING REQUIREMENTS

POSITION

Warranted Contracting Officer

Paygrade: None
Education: Bachelors Degree or 24 hours in Business
Experience: 2 Years in Contracting
Training: Level I (O1-O3); Level II (O-4); Level III (O-5 and above)

APC Member

Paygrade: O-4 and above
Education: Bachelors
Experience: 4 Years in an Acquisition Position
Training: Level III

Senior Contracting Position

Paygrade: O-5 and above
Education: Bachelors
Experience: 4 Years in Contracting
Training: Level III
Additional: APC membership

Flag Contracting Position

Paygrade: O-7 and above
Education: Bachelors
Experience: 10 Years in an Acquisition Position, including 4 years in a CAP and 4 years in Contracting
Training: Level III
Additional: APC membership

LEVEL II TRAINING:

CON 201

plus one of the following:
CON 211, CON 221, CON 222, CON 231, CON Automated Information Systems (AIS).

LEVEL III TRAINING:

CON 301

plus one or more of the following (depending on functional assignment): CON 311, CON 321, CON 331, and PTM if involved in procurement of major weapons systems).

TRAINING - complete course descriptions are located in the DAU catalog under the listed course numbers. They have been omitted here in the interest of brevity.

EDUCATION - Per DOD Manual 5000.52-M, the education requirement is defined as a baccalaureate degree or 24 semester hours in accounting, business, finance, law, contracts, purchasing, economics, industrial management, marketing, quantitative methods, or organization and management for all of the listed contracting career paths. The baccalaureate degree is mandatory for APC Membership.(DoN DACM,1993)

EXPERIENCE - Per DoD Directive 5000.58, "for a period of experience (such as requirements for experience in acquisition positions or in critical acquisition positions) and for purposes of coverage...any period of time spent serving in a position later designated as an acquisition position or a critical acquisition position...may be counted as experience in such a position for such purposes."

NACO personnel get a two year tour that counts toward the contracting experience requirement. The NPS 815 graduates get a one year credit toward the experience requirement.

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   Washington, D.C. 22242-5000

4. RADM (sel) Michael P. Sullivan, SC, USN 1
   Naval Sea Systems Command Headquarters (Code 024)
   Washington, D.C. 22242-5160

5. CAPT Kevin R. Carman, SC, USN 1
   Naval Sea Systems Command Headquarters (Code 026)
   Washington, D.C. 22242-5160

6. Dr. David V. Lamm 5
   Naval Postgraduate School (Code SM/Lt)
   Monterey, California 93943-5000

7. CDR Rebecca J. Adams, SC, USN 1
   Naval Postgraduate School (Code SM/Ad)
   Monterey, California 93943-5000

8. Dr. William R. Gates 1
   Naval Postgraduate School (Code SM/Gt)
   Monterey, California 93943-5000

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